S

INFORMATION CLEARANCE FORM

Date Received for Clearance Process (MM/DD/YYYY): 01/18/2007

B. Document Number: HNF-32400-FP Rev. 0

C. Title: GlobalStar Awards 2006 Application

D. Internet Address:

A. Information Category
- ☐ Abstract
- ☐ Journal Article
- ☐ Summary
- ☐ Internet
- ☐ Visual Aid
- ☐ Software
- ☐ Full Paper
- ☐ Report
- ☒ Other Awards Application

E. Required Information (MANDATORY)

1. Is document potentially Classified? ◉ No ○ Yes

Manager Required (Print and Sign)

If Yes _____ ○ No ○ Yes Classified
ADC Required (Print and Sign)

2. Official Use Only ◉ No ○ Yes Exemption No. ____
3. Export Controlled Information ◉ No ○ Yes OUO Exemption No. 3
4. UCNI ◉ No ○ Yes
5. Applied Technology ◉ No ○ Yes
6. Other (Specify) _____

7. Does Information Contain the Following:

a. New or Novel FH (Patentable) Subject Matter? ◉ No ○ Yes
If "Yes", OUO Exemption No. 3
If "Yes", Disclosure No.: _____

b. Commercial Proprietary Information Received in Confidence, Such as Proprietary and/or Inventions?
◉ No ○ Yes If "Yes", OUO Exemption No. 4

c. Corporate Privileged Information? ◉ No ○ Yes
If "Yes", OUO Exemption No. 4

d. Government Privileged Information? ◉ No ○ Yes
If "Yes", Exemption No. 5

e. Copyrights? ◉ No ○ Yes If "Yes", Attach Permission.

f. Trademarks? ○ No ◉ Yes If "Yes", Identify in Document.

8. Is information requiring submission to OSTI? ○ No ○ Yes

9. Release Level? ◉ Public ○ Limited

F. Complete for a Journal Article

1. Title of Journal

G. Complete for a Presentation

1. Title for Conference or Meeting LiveLink Up 2006
2. Group Sponsoring Open Text
3. Date of Conference 11/13-16/2006
4. City/State Phoenix, AZ
5. Will Information be Published in Proceedings? ○ No ☑ Yes
6. Will Material be Handed Out? ☑ No ○ Yes

H. Author/Requestor
B. L. Doolittle (Print and Sign) — 7/15/6

Responsible Manager
D. W. Fraley (Print and Sign) — 7/15/6

Approval by Direct Report to FH President (Speech/Articles Only) for N. G. Powell (Print and Sign) — 7-17-06

I. Reviewers	Yes	Print	Signature	Public Y/N (If N, complete J)
General Counsel	☒	Ken Norris		(Y) / N
Office of External Affairs	☒	Debra Dunn		(Y) / N
DOE-RL	☒	Dana Kranz		(Y) / N
Other	☐			Y / N
Other	☒	J. D. Aardal		(Y) / N

Information Clearance Approval

APPROVED FOR PUBLIC RELEASE OFFICIAL DOCUMENT Date 01/16/2007

J. If Additional Comments, Please Attach Separate Sheet 1 of 2

A-6001-401 (02/06)

Section J

Trademark

HNF-32400-FP
Revision 0

GlobalStar Awards 2006 Application

Prepared for the U.S. Department of Energy
Assistant Secretary for Environmental Management

Project Hanford Management Contractor for the
U.S. Department of Energy under Contract DE-AC06-96RL13200

FLUOR.
P.O. Box 1000
Richland, Washington

HNF-32400-FP
Revision 0

GlobalStar Awards 2006 Application

B. L. Doolittle
H. J. Sterling, Jr.
Fluor Hanford

Date Published
November 2006

To Be Presented at
LiveLinkUp 2006 Conference

Open Text
Phoenix, Arizona

November 13-16, 2006

Prepared for the U.S. Department of Energy
Assistant Secretary for Environmental Management

Project Hanford Management Contractor for the
U.S. Department of Energy under Contract DE-AC06-96RL13200

FLUOR.
P.O. Box 1000
Richland, Washington

Release Approval 01/16/2007 Date

Approved for Public Release;
Further Dissemination Unlimited

GlobalStar Awards 2006

Thank you for your interest in the GlobalStar Enterprise Awards!

The 2006 GlobalStar Enterprise Awards will be presented by Open Text at LiveLinkUp Phoenix 2006 held on November 13th-16th, 2006, at the JW Marriott Desert Ridge Resort & Spa, Phoenix, Arizona.

Ten finalists will be chosen from all awards submissions and one representative from each of the finalist organizations will receive a free roundtrip and admission to the LiveLinkUp Phoenix 2006 user conference, as well as free accommodations at the JW Marriott Desert Ridge Resort & Spa for three nights from the 13th to the 16th of November, 2006. On November 14, 2006, during the Conference Kick-off, one finalist will be awarded the GlobalStar Enterprise Award for ECM Leadership as well as two thousand GlobalStar points (worth Open Text US $2000.00). The second and third runners-up will receive one thousand GlobalStar points (worth Open Text US $1000.00).

The deadline for awards submission is **July 31, 2006**. Ten awards finalists will be notified on September 18th, 2006. You can find more information about LiveLinkUp Phoenix 2006 at: http://livelinkup-phoenix.opentext.com/.

Eligibility

All customers of Open Text can submit an entry to the GlobalStar Enterprise Awards.

We also encourage entrants to join the GlobalStar customer rewards program. In return for your participation in the activities offered by GlobalStar, you will be rewarded with GlobalStar points that can be redeemed for consulting, training, user conference admission, and more. Each point is worth 1 USD. All members of GlobalStar who submit an entry to the GlobalStar awards will automatically receive 200 points worth 200 USD.

For more information and to download the membership form, please go to http://www.opentext.com/customers/globalstar.html or send an email to globalstar@opentext.com.

GlobalStar Awards Selection Criteria

All GlobalStar Awards entries will be reviewed based on a Need/Value/Benefit analysis and the judges will consider which solutions enable the greatest benefits to end-users, provide for improved productivity levels, demonstrate functionality and innovation, and ensure potential for future growth.

The format of your submission is left to your discretion; you can either complete the attached questionnaire or use the questions as a guideline only and submit your entry in a case study format. The format you choose will not affect the judging process. However, whichever format you choose, please make sure to provide us with a detailed description of your solution including current number of users, scope, content managed, relevant processes, customizations, and benefits to the organization and end users. Each ECM solution is different...and we are interested in seeing how yours differs from others, and what makes it stand out. We also encourage the use of supporting materials such as solution screenshots or diagrams.

The Questions

General Information

1. Please choose which of the following areas have benefited as a result of implementing your Open Text solution:

☑ Collaboration	☑ Organizational Performance
☑ Business Process Management	☐ Project Management
☑ Productivity and Efficiency	☐ Decision Making
☑ Competitive Edge	☐ Sales or Revenues
☑ Change Management	☑ Cost Savings
☐ Customer Services	☑ Time Savings
☐ Customer Retention	☑ Return on Investment
☐ Product Development	☑ Compliance

Your Organization

2. Please give us a brief description of your organization (Please include formal company name and website address).

Fluor Hanford, Inc., is an operating unit subsidiary of the Fluor Corporation, one of the world's largest engineering, procurement, construction and maintenance services companies. Fluor Corporation employs more than 35,000 people across 25 countries. Fluor Hanford is a prime contractor to the U.S. Department of Energy on the Hanford Site.

The 586-square-mile Hanford Site is located along the Columbia River in southeastern Washington State. A former plutonium production complex with nine nuclear reactors and associated processing facilities, Hanford played a pivotal role in the nation's defense for more than 40 years, beginning in the 1940s as part of the Manhattan Project. Today, under the direction of the U.S. Department of Energy, Hanford is engaged in the world's largest environmental cleanup project, with a number of overlapping technical, political, regulatory, financial, and cultural issues.

Fluor Hanford has been a prime contractor to the Department of Energy since 1996, with cleanup contracts valued at approximately $8 billion. Fluor Hanford manages Department of Energy projects that receive approximately one-third of the ~ $2 billion annual funding provided by Congress to the Hanford Site for cleanup.

Fluor Hanford employs approximately 3,500 union and non-union personnel, and manages several major activities on the Hanford Site:

- Retrieving radioactive sludge from the K Basins, as well as deactivating and removing the basins themselves.
- Deactivating and decommissioning (decontaminating and preparing to close) former nuclear materials processing facilities on Hanford's Central Plateau.
- Managing the site's transuranic, low-level, and mixed low-level waste.
- Cleaning up and monitoring Hanford's groundwater.
- Deactivating the Fast Flux Test Facility, a prototype breeder reactor.
- Operating the Volpentest HAMMER Training & Education Center.
- Providing security.
- Providing fire protection and other Hanford Site infrastructure services.
- Managing the IT infrastructure for Department of Energy – Richland Office.

Fluor Corporation Website: www.Fluor.com
Hanford Website: www.Hanford.gov
Fluor Hanford, Inc.
Attn: Benay Doolittle, MS H7-22
P.O. Box 1000
Richland, WA 99352-1000

The Situation

3. What business or organizational needs prompted your company to search for a solution and what benefits did you seek? What previous attempts were made to address these needs?

Fluor Hanford's implementation of Open Text Livelink started in 2002, when 5,000 user licenses were purchased after a competitive procurement. At the time, there were 24 records & document control software systems custom-built, dating back to the 1980s. There were also 15 million pages of imaged documents, and 114,000 of boxes of paper records stored either at the site or at the Federal Records Center in Seattle. Further complicating the enterprise content management were several records destruction moratoriums imposed on the site due to litigation.

Hanford's Livelink implementation is being used by multiple organizations, including two Department Of Energy field offices, two prime contractors (Fluor Hanford and CH2M HILL), and Hanford's IT subcontractor (Lockheed Martin Information Technology). Hanford's implementation of Livelink is based on an organizational taxonomy, is certified to store electronic records, was moved to Livelink 9.5 in November 2005, had one major hardware upgrade, and was rolled out using a bottoms-up approach.

The specific business process that this GlobalStar application addresses was the need to automate the correspondence from Fluor Hanford to the Department of Energy. Annually, there are about 2,000 letters signed by the Fluor Hanford President, many with multiple attachments. The previous paper-based correspondence process had numerous issues:

- Safety concerns, many times documents were driven around the large Hanford site,
- Difficulty maintaining configuration control of the document,
- High labor costs, many times the letters were hand-carried,
- Status concerns, it was hard to track letters moving from person-to-person,
- Consistency problems, the review and approval processes varied from project to project,
- Cumbersome records retention process,
- Duplicative manual correspondence tracking systems,
- Lack of process metrics and personal accountability,
- Decentralized management of the correspondence.

The Open Text Livelink solution was selected was to implement a workflow of the Fluor Hanford-to-Department Of Energy correspondence, offering many benefits:

- Improving safety by eliminating need to drive documents,
- Using Livelink versioning for configuration management,
- Reducing cost by eliminating hand-carried documents,
- Using Livelink Live Reports and e-mail notifications for status tracking,
- Standardizing the process using a structured workflow,
- Automating and incorporating records retention into the workflow, and using Livelink's electronic records management,
- Eliminating manual correspondence tracking systems,
- Using Livelink's audit capabilities to generate process and participant metrics,
- Centralizing workflow kick-off and management to improve consistency.

4. Was this a first implementation of Open Text technology in your organization?

☐ Yes ☑ No

Livelink had been used since 2002, and there were several workflows already implemented within Fluor Hanford, but this was the first workflow of this breadth, involving almost the entire Fluor Hanford management and technical staff. A particular challenge for this workflow was that many of these staff had not started using Livelink, and they also did not have experience using an electronic workflow.

5. What were the critical factors in your decision to choose Open Text products?

   Using a company and product (Open Text Livelink) that was DOD 5015.2 Certified was a critical factor for Fluor. The National Archives and Records Administration (NARA) endorsement does not mandate that agencies use DOD-Std 5015.2, which is the Design Criteria Standard for Electronic Records Management Software Applications. It is NARA's declaration that 5015.2 conforms to the requirements of the Federal Records Act and establishes baseline requirements for managing electronic records.

   Also, another important factor in the selection of Livelink was its workflow and electronic signature capabilities, particularly integrating with overall enterprise content management capabilities. Therefore, selecting Livelink workflow to execute the Fluor Hanford-to-Department Of Energy correspondence workflow project was an easy decision.

Implementation/Methodology Stage

6. How was the project organized and implemented? What organizational areas were involved in the deployment?

   Initially, two sponsoring organizations were found, and the workflow was modeled very similar to the paper-based process. At the time, Livelink was at version 9.1. When the workflow was piloted, users experienced major problems, such as needing to download a document to edit and then uploading a new version. A review by Fluor Hanford's Information Services department was requested.

   The Information Services review found several problems with the implementation, and recommended to senior management that the project be continued, but with several corrective actions. Senior management concurred, so a project manager and consultant from Information Services were assigned to the project.

   Recommended Corrective actions included:

   - Streamlining the workflow by removing about 40% of the steps,
   - Waiting until Livelink 9.5 was installed to take advantage of its "Edit" capabilities and better user-interface,
   - Centralizing workflow administration and kickoff by assigning one Workflow Administrator,
   - Having document reviewers use Word® "Track Changes" feature to mark up the documents, and have only the Document Owner accept/reject them,

- Adding electronic signatures with a watermark, and automating records disposition,
- Converting help screens from text to links to PowerPoint ®slideshows that could be maintained outside the workflow,
- Set up an extensive training program,
- Simplifying the document reviewer process.

At this point, the Project Manager set up a detailed schedule, the developer started modifying the workflow, while the core Livelink team upgraded the Hanford Livelink instance from version 9.1 to version 9.5, and upgraded the system hardware for improved performance. A phased rollout, by organization, was set up.

7. Did you use the solution out-of-the-box or was it customized? Briefly describe customization and extensions. Did you work with an outside consulting organization?

   The solution is primarily out-of-the-box. We did encounter several technical issues, and consulted with both Open Text and PVA to resolve.

   For our Hanford Site Livelink implementation, for the most part, we are currently using about 70 modules without customization. Our customizations include having customized attributes to link to control tables, XML Workflow for audit history, and ability to delete instances.

8. What steps were taken to achieve your business objective?

   The primary steps taken to make this project successful included:

   - A detailed scope statement for the workflow modifications,
   - Orientation/status presentations to key administrative and senior staff,
   - Many 1.5 to 2-hour group hands-on training sessions, with up to 12 participants, provided 1 week before rollout,
   - Regular project review meetings with the project team,
   - Extensive testing of the workflow,
   - Phased rollout by organization,
   - Improved on-line help and web page support,
   - Project team staff working with users one-on-one, as needed, during rollout,
   - Issues log to track problems and solutions.

9. What was the general reaction of the solution's end users and what steps were taken to encourage user adoption?

   Overall, the user response has been positive. However, in saying that, this was such a large change for many users that there were some mixed reactions, and some who did not like it at all. Particularly positive were a number of administrative staff who used to walk/drive this correspondence around.

   A key factor in achieving overall acceptance was senior management approval and involvement in the process at an early stage. Also, the hands-on group training helped many overcome their initial objections.

   Particularly rewarding was enthusiasm from a number of users, which became excited by possibilities after exposure to Livelink and a workflow. Some even started collaborative project/organizational areas and new workflow projects.

10. Do you have any implementation best practices you could share with others and what were the most valuable lessons learned?

    Best Practices from Fluor Hanford implementation:

    - Hands-on training worked best,
    - Ensure senior managers and impacted administrative staff are on board,
    - Be ready to respond to issues,
    - Centralizing administration/kickoff for a complex workflow can greatly help achieve consistency.

The Solution

11. **Why should your organization win a GlobalStar award? In a few paragraphs, describe how your solution is used within your organization today, including the kinds of content being managed and the processes being supported. Explain why this solution is a standout!** *(Please note: Subsequent questions address benefits explicitly)*

    Fluor Hanford has automated a complex, paper-based correspondence process using Livelink's native workflow product. Even after streamlining, the workflow has over 250 steps, 6 subworkflows, and can accommodate more than 60 reviewers. The Return on Investment is estimated to be one year.

    For Fluor Hanford's implementation of Livelink, this project exposed most of Fluor Hanford's management, administrative, and senior technical staff to

enterprise content management, workflows, and electronic signatures. Over 400 staff was trained to use the workflow. It is a bellwether event in the implementation of Livelink for Fluor Hanford.

This project took advantage of many of the new features of Livelink 9.5, particularly its close integration with Microsoft Office®. Livelink also provided the platform for further enhancing the workflow by adding an electronic signature, automatically depositing the electronic correspondence in the Department Of Energy's incoming correspondence folder, and, most importantly, improving safety by eliminating the need for staff to drive documents around the Hanford Site.

12. Please list all products from Open Text that you used in this solution.

(Open Text will attach this file)
Livelink 9.5
Live Reports
eSign
Electronic Records Management

13. What is the scope of the implementation? (# of users, user roles, departments affected, organizational scope, accessibility, etc.)

The scope of this implementation potentially impacts up to 1,000 Fluor Hanford users, although all named Fluor Hanford staff could potentially be involved in a workflow. Departments affected within Fluor Hanford include Internal Audit, Project Systems and Support, Regulatory Compliance, Business Services, Safety and Health, Workforce Services, Closure Services and Infrastructure, Project Operations, Fast Flux Test Facility Closure, Plutonium Finishing Plant Closure, Soil and Water Remediation and Groundwater, Waste Stabilization and Disposal, and K Basins Closure.

User roles include the Workflow Administrator, Document Owners, Parallel Reviewers, Management Reviewers, Points-of-Contact, Contracts Reviewers, Electronic Signatories, Quality Checks, and Functional Reviewers.

14. Is your ECM solution integrated with any other enterprise systems (e.g. ERP, CRM, office applications, etc.)?

E-Stars – adhoc workflow tool
Web Training – Hanford General Employee Training
Interface with Fluor Hanford Intranet
Link to Champs – work management system
Business Management Systems

15. Do you use ECM solution for compliance purposes? If so, what are the regulations addressed?

Yes. Some of the correspondence validates compliance to nuclear, environmental and business regulations, including Environmental Protection Agency, Washington Department of Ecology, the Department of Energy, and other federal and state regulatory agencies.

Records Schedule – NARA
Code of Federal Regulation
Environmental Protection Agency
State Department of Health
Ecology Air Emission

16. Is there any aspect of your solution that you believe to be specific to your industry?

No, a workflow for correspondence review and approval would have general applicability to many industries.

The Benefits

17. What are the metrics that you employed to measure the success of your solution in both the short-term and long-term and how did this solution rate?

The metrics included the number of organizations that were using the workflow, the number of users who had been trained, the number of workflows in process, and the average time for a correspondence package to complete the workflow. We also evaluated the time different workflow steps and participants took to complete their assignments.

Roll out to the different organizations was completed on schedule, and a significant core of users trained. We consider both were completed successfully. We believe that the correspondence workflow process can be further improved using the step and participant times to find bottlenecks/delays.

18. What are the most significant benefits realized by your organization? Were all of these anticipated or did you achieve unexpected benefits? Where any expected benefits not realized?

The most significant benefits include:

- Improving configuration management with a complete audit and version history of the correspondence review process.
- Improving safety by eliminating driving correspondence around the site.
- Improving accountability.

- Improving trackability and process consistency.

Unexpected benefits include:

- Automation opportunities provided by Livelink for workflows, including moving correspondence directly into the electronic records system, adding electronic signatures, and streamlining and improving the process.
- Generating user enthusiasm for Livelink, enterprise content management, and collaborative work spaces through user exposure to the workflow.

19. What are the greatest benefits to the solution's end users?

In summary, the correspondence workflow end users now have a system that:

- automatically routes and notifies workflow participants,
- maintains a complete audit trail of the review process,
- lets them easily check a workflow's status,
- has a relatively simple review and markup process,
- Introduced Livelink, workflows, and enterprise content management in a positive light.

The Next Steps

20. What are your expected next steps in further developing this solution, expanding use or scope, or developing additional solutions?

For our correspondence workflow process, we believe there is further opportunity to improve the process by training key administrative staff on how to expedite workflows more directly. We have already generated several generic workflows based on lessons learned from this workflow.

For our overall Livelink implementation, our current major challenge is migrating the data in our legacy systems to Livelink. For example, we have 4 million documents in one system with meta data and links to over 40 million images in our storage system. We found that migrating our indexing data into the Categories and Attributes in Livelink did not work very well, so we are using PVA to custom-build a more relational database table to our documents in Livelink.

21. Is there anything else that Open Text could have provided or done to make this solution more successful? *(Please note: Comments here will not impact the selection process)*

In general, Open Text staff and consultants were responsive to our needs. However, we found several product bugs that had to be worked through as we were rolling out the solution. First, the PDF- rendering process in eSign was incorrectly rendering our documents, so Open Text had to develop a fix to solve this problem. We continue to have users finish a step, but leave the document reserved. We would like to have the ability to catch them doing this, and prevent their leaving the step with a document reserved.

Suggestions for improving Livelink include:

- Global change control and better entry screens for end users.
- Workflow enhancements like action button colors.
- Better storage for attributes (storing categories in a normalized table structure).

Additional Information:

If you believe that we have not inquired about an essential aspect of your solution, please feel free to add that information in as well; useful examples include Business flow maps, screenshots of user screens, training materials, custom manuals, economic analysis, project and management reports, etc.

APPENDICES: OTHER MATERIALS

You may attach as an appendix other materials to support your application, such as graphics, screen shots, PDF files or presentations.

Thank you for your entry!!!